Understanding Behavior-Based Safety

Session Topics

- Traditional vs. Behavioral Approach
- How Behavior-Based Safety works
- How the process is implemented
- Potential benefits

Traditional vs. Behavioral

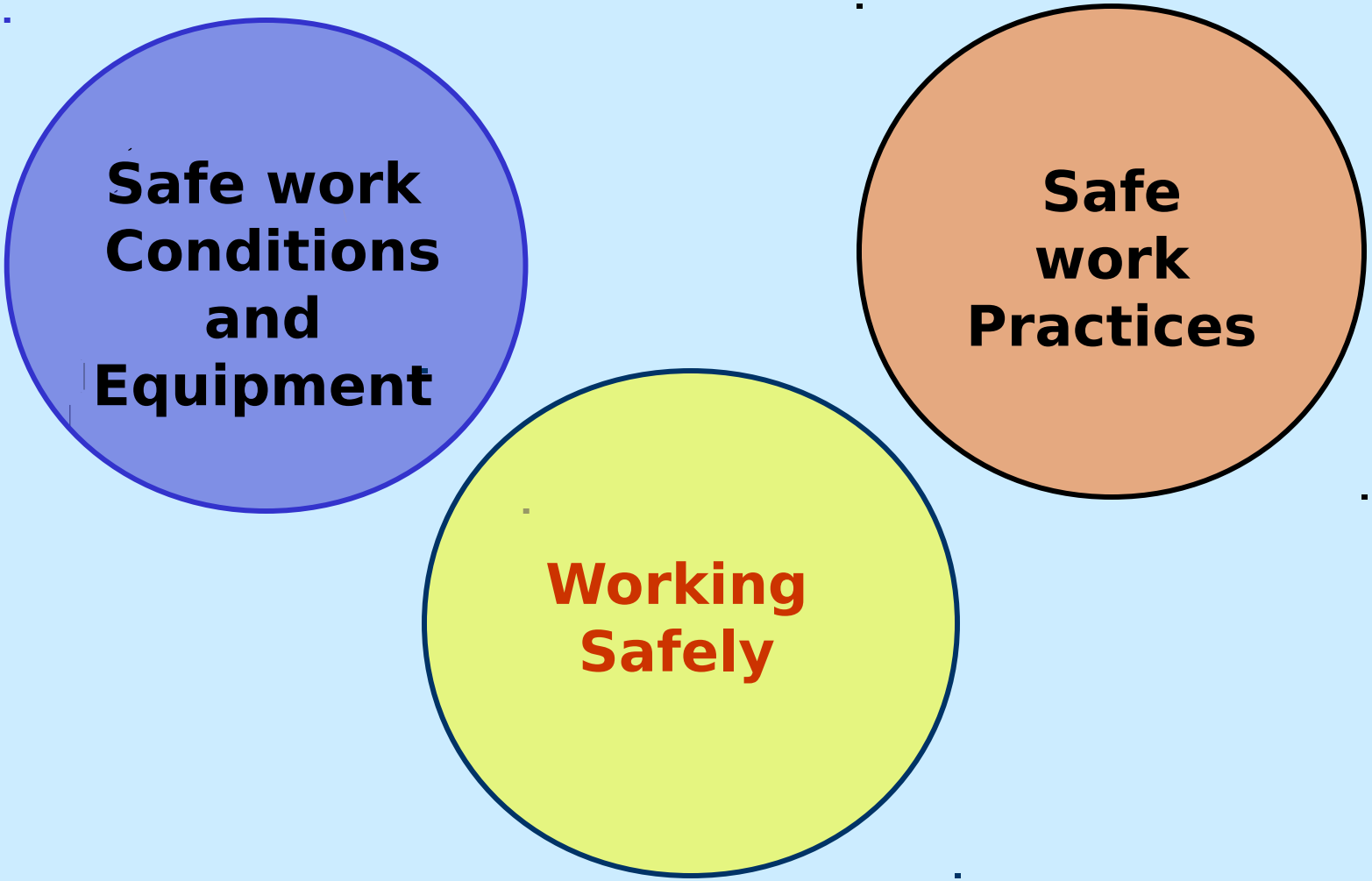
Traditional Approach

- Periodically track & react to “downstream” results
- Recognize & reward injury avoidance
- Punish unsafe behavior
- Safety Professional & Safety Committee are actively involved

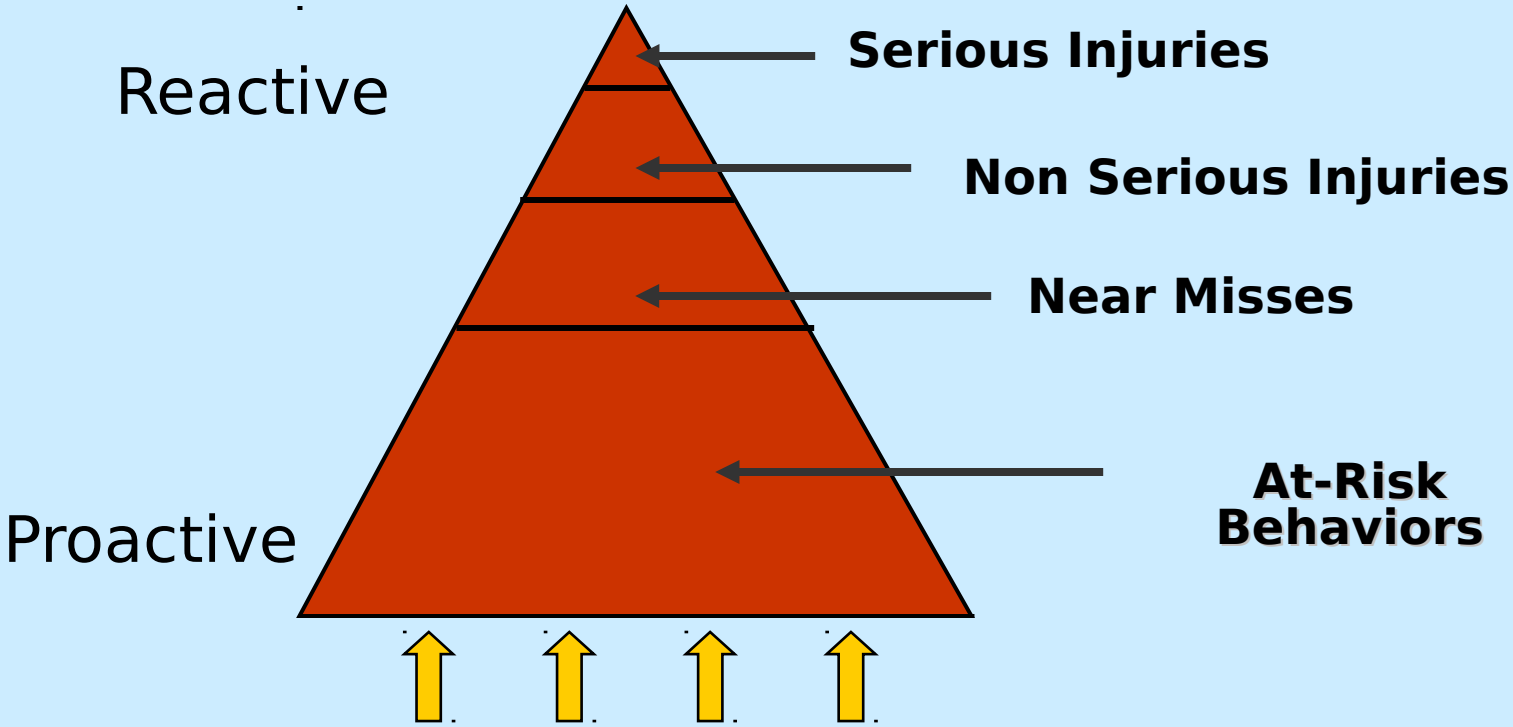
Behavioral Approach

- Continuously monitor and proactively respond to “upstream” measures
- Recognize & reward safe behavior
- Reinforce & shape safe behavior
- Front-line employee, supervisory and management involvement

Safety Circles of Influence



Q: Why focus on behavior?



A: It's the best way of measuring how well your system is working!

Objectives of BBS Process

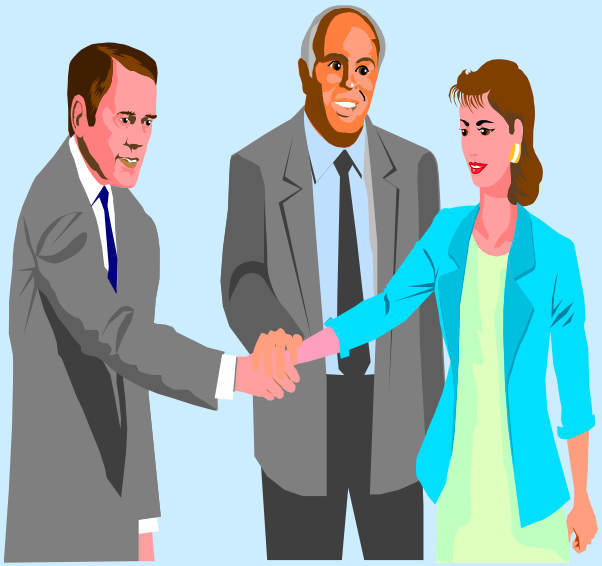
- Increase safe work habits.
- Decrease incident/near miss rate.
- Identify elements of management support and increase effectiveness of managers relative to safety.
- Improve work methods/equipment.
- Increase individual ownership for safe work practice.

Standard Implementation

Primary Team Roles

Management

- Lead by example
- Support the process
- Remove roadblocks
- Monitor success
- Provide resources



Primary Team Roles

Steering Team

- Monitor progress for facility
- Ensure critical features of process in place
- Assess management support
- Ensure relevant behaviors are targeted
- Share best practices/lessons learned

Primary Team Roles

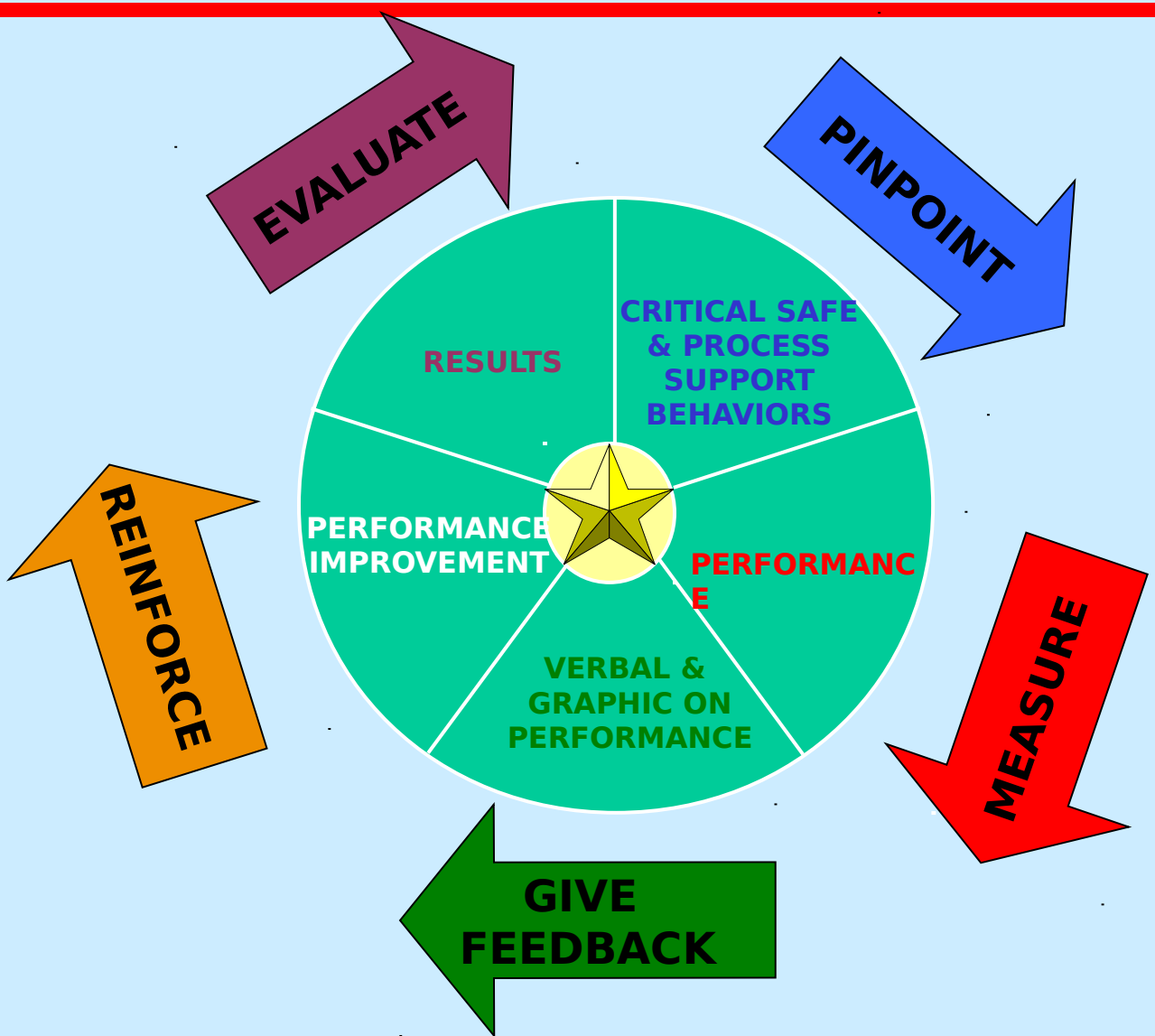
Core Team

- Identify behaviors to pinpoint
- Conduct observations.
- Change behavior
- Monitor progress/analyze data
- Celebrate success

Basic Elements of BBS

- Identify/define targeted safe behaviors.
- Observe behaviors.
- Measure process/activities.
- Deliver feedback.
- Deliver positive consequences.
- Analyze variance/take action.
- Improve process continuously.

The Behavioral Process



Step 1:
Pinpoint Desired Behaviors

- **Critical safe behaviors for front-line employees**
- **Support behaviors for managers & supervisors**
- **Pinpoints should be:**
  - **Measurable**
  - **Observable**
  - **Reliable**
  - **Safe**

Step 2: Measure Performance

- Measurement is conducted through the observation process
- Measurement is necessary in order to:
  - Recognize small changes in performance
  - Give specific feedback on performance

Sample Scorecard

(For Front-Line Employees)

Behaviors	Yes	No	Can't Do	Totals
Put on harness and tie off when working above 6 ft.				
Use hand rails when getting on and off equipment.				
Lift with knees bent and load held close to body.				

Sample Support Scorecard

(For First-Line Supervisors)

Behavior	Weight	Y	N	Score
Conduct three observations weekly	20			
Review Graphs in weekly department meetings	10			
R+Core Group members for Core Group behaviors two times per week	20			
R+three employees weekly for a safe act	50			
Total Points	100			

Sample Support Scorecard

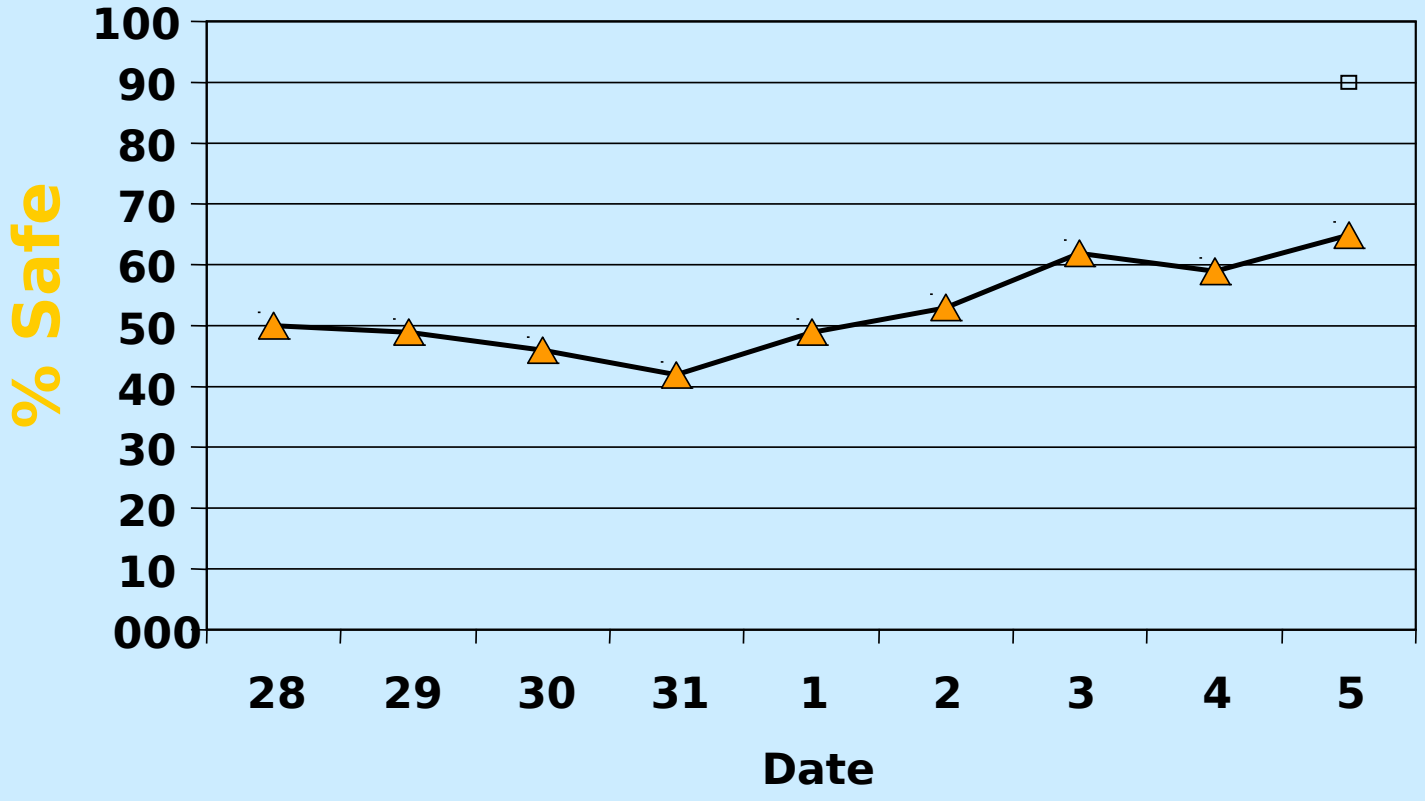
(For Managers)

Behavior	Weight	Y	N	Score
R+ behaviors on scorecards of managers/supervisors who report to you. (weekly)	40			
Include a statement on the process in meetings with plant personnel.	10			
Look at graphs weekly and discuss progress with your managers	30			
Hold Review & Reinforcement meetings monthly	20			
Total Points	100			

Step 3: Provide Feedback on Performance

- Feedback allows us to see how we're doing so we can adjust our behavior in the right direction
- Two basic types of feedback:
  - Verbal
  - Graphic

Graphic Feedback



Obs.	*30*	*28*	*34*	*29*	*31*	*30*	*29*	*36*

Step 4: Reinforce Improvement

- Use the following reminders when attempting to deliver R+:
  - **S**pecific
  - **S**incere
  - **I**mmediate
  - **P**ersonal

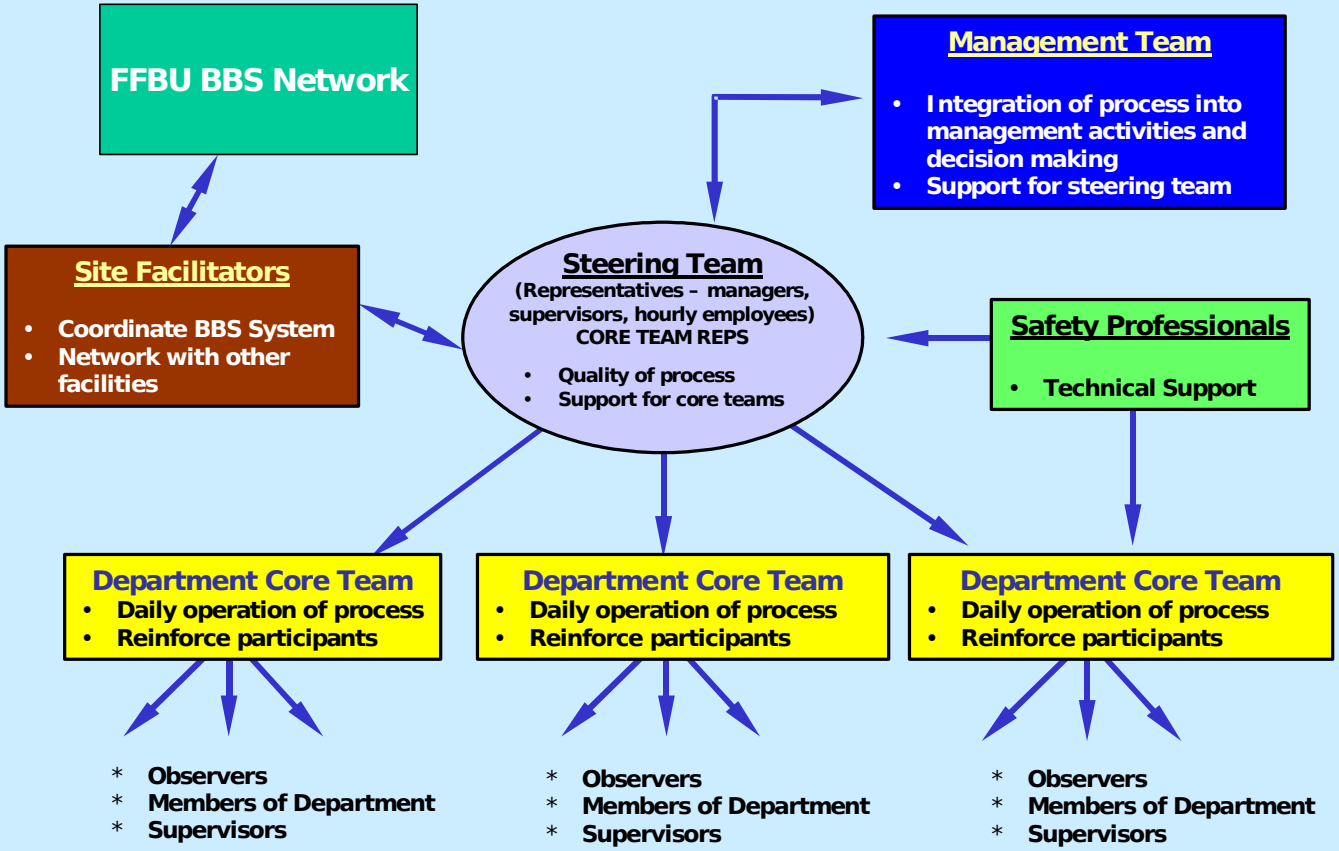
Step 5: Evaluate

- Analyze the data on your graphs.
- Correlate loss information with performance on critical behaviors.
- Evaluate your process.

Potential Impact

- Reduction in injuries
- Reduction in Workers' Compensation costs
- Ongoing employee involvement in safety process
- Visible, measurable management support for safety
- Natural application to other operational areas

BBS Organization - Facility



Results

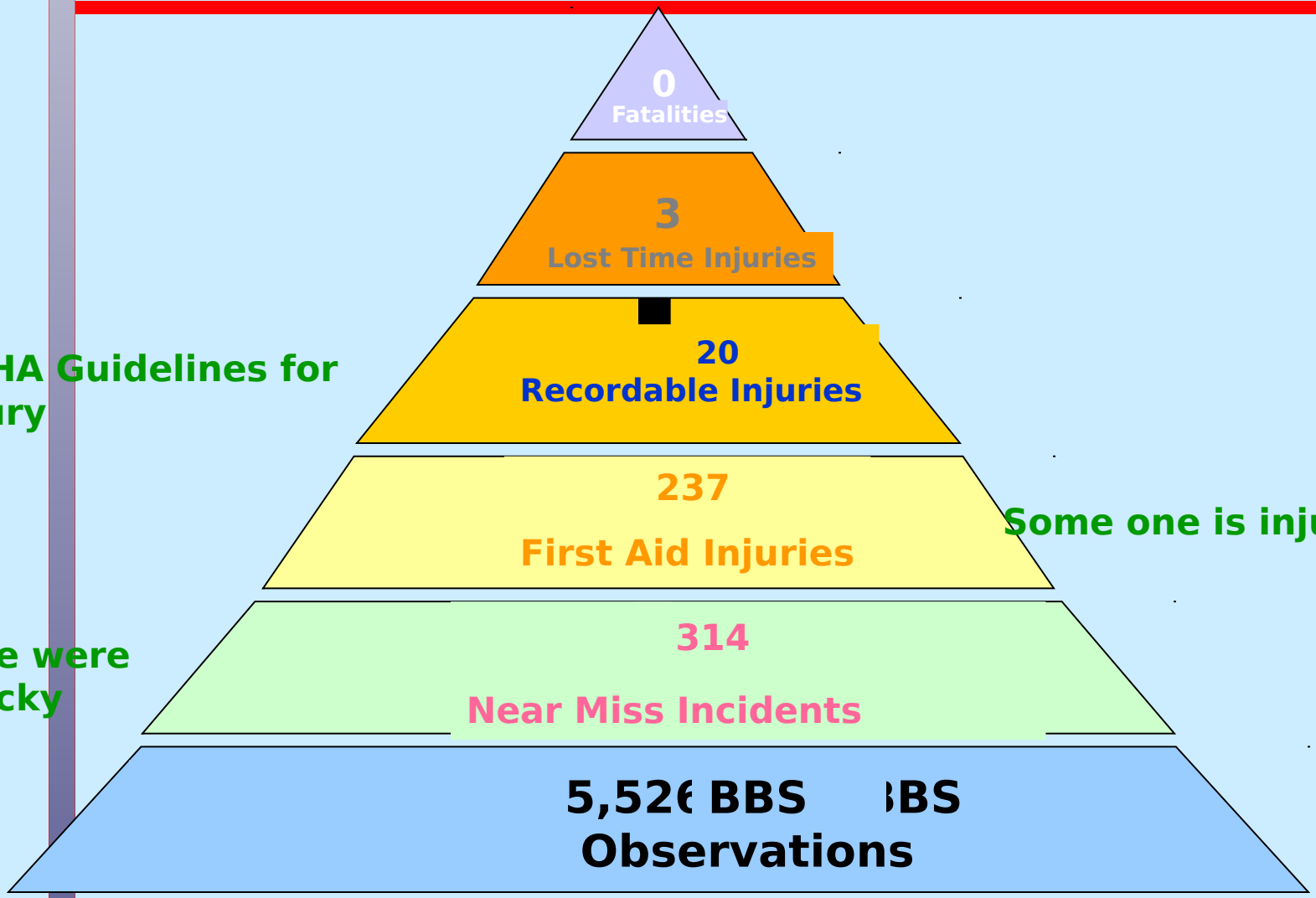
- Observation levels / participation

- Total Recordable Incidence Rate – U.S.
  - 1999 2.06
  - 2000 1.06
  - 2001 0.58
  - 2002 0.93
  - 2003 (through August) 0.79

Safety Performance by Site –
Total Recordable Incidence Rate

Site	1999	2000	2001	2002	2003 (Aug.)
Location 1 - 150	1.4	0.64	0.90	0.0	0.0
Location 2 - 750	2.7	3.2	0.83	0.68	0.0
Location 3 - 150	0.81	0.93	2.0	0.0	0.0
Location 4 - 1000	2.3	1.2	0.99	0.85	0.82
Location 5 - 750	1.9	0.69	0.55	0.47	0.37
Location 6 - 650	2.0	0.42	1.1	2.2	1.6
Location 7 - 400	2.1	1.8	1.4	1.0	2.9

Safety Pyramid – 2003 (August)



OSHA Guidelines for injury

Some one is injured

We were lucky